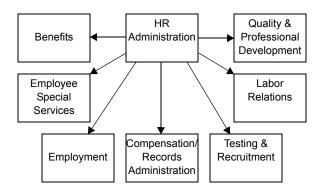
operating budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	2,466,457	2,396,926	2,664,058	4,065,895
Materials & supplies	655,291	1,209,685	1,152,042	904,042
Gross Expenditure	3,121,748	3,606,611	3,816,100	4,969,937
Expense Recoveries	(229,506)	(292,850)	(285,104)	(384,091)
Total Expenditures	2,892,242	3,313,761	3,530,996	4,585,846
Charges for Services	(12,500)	(3,571)	(10,000)	(10,000)
Net Expenditures	2,879,742	3,310,190	3,520,996	4,575,846
Funded Staffing Level	41.37	38.76	45.00	44.00

mission

To provide collaborative, proactive, and responsive leadership in the human resources field to all levels of City government in order to further the effective delivery of quality services to City of Memphis employees, residents, and businesses.

structure



services

The Human Resources Division incorporates all of the service centers that address employee relations and employment functions. The Division manages the Employee Assistance and Wellness Programs, employee training, labor relations, employee recruiting, employee activities, health care and pension administration, and maintains all personnel files. Job posting, entrance, promotional and durational register testing, medical exams, compensation, benefits enrollment and new employee orientation all fall under the HR umbrella.

issues & trends

The Human Resources Division must remain highly responsive to changing employment trends and state and federal regulations. The demand for vacancies to be filled as quickly as possible with qualified candidates creates a need for constant recruitment applicants. The growing use of the internet for recruitment and online applications presents new opportunities for increasing the applicant pool. The costs of pre-employment and premedical examinations assignment increasing, putting a greater strain on the HR budget. The Division must administer fair, valid and job-related examinations while maintaining uncompromising security and confidentiality. The implementation of new technologies provide to electronic storage retrieval of maintenance. and personnel records is greatly enhancing the HR system and allows HR to comply with privacy regulations. Benefits costs continue to outpace inflation and to be a significant percentage of personnel costs.

strategic goals

- Align and integrate HR policies and procedures with the strategic needs of the City of Memphis
- Incorporate new technology to improve employee services
- Effective and efficient management of the City's health insurance program
- Create and implement programs to attract and retain quality employees
- Develop an effective system for training City employees
- Ensure legal compliance with state and federal regulations
- Develop systems to assure quality and accountability for performance
- Employ progressive and legally sound hiring processes

budget highlights

- Oracle: Continue to improve the Oracle processes which include: advanced benefits, iRecruitment, training administration, time and labor, elf-service human resources, public sector budgeting and payroll. Key project benefits include an improved recruiting and new hire process, streamlined benefits enrollment, streamlined time collection and paperless pay slips (optional), self-service applications and reduced dual data entry
- Implemented improvements in the Employee Assistance Program and the Wellness Program
- Negotiated and executed 23 memorandums of understanding, effective July 2006
- Opened HR Satellite Office with B enefits and Employment services at 4225 Riverdale Road

demand measures

Number of positions posted	121
Number of applications received	3,583
Number of job openings	254
Number of employees trained	817
Number of health insurance claims processed	236,922
Number of prescriptions filled	294,291
Number of personnel forms processed through the Compensation Office	3,055
Number of tests administered	361
Number of test review participants	31
Number of tuition applications processed	800

■ fy 2006 performance highlights

- Realized an 8 million savings with new healthcare contract (Third Party Administrator)
- Held City of Memphis Benefits Open Enrollment from October 10 to October 21, 2005, processing over 2,800 forms
- Opened the Human Resources Division Satellite Office at 4225 Riverdale
- Held the City's Health Awareness Fair on October 29, 2005 with over 6,500 employees, retirees, and family members attending
- Processed over 800 Tuition Reimbursement applications
- Successfully coordinated the City's Quality Month with 400 employees participating in the Quality Kickoff and 177 employees participating in the Quality Forum
- Recognized one City team for the Awards for TeamExcellence; and recognized employees for the Awards for Individual Excellence for the City ORACLE project awards
- Organized and coordinated City Career Services Fair (112 participants)
- Developed, coordinated and trained managers and supervisors with ORACLE Self-Service
- Processed 3.583 applications for employment
- Created an instruction sheets to assist applicants in successfully completing the job applications
- Created an "Applicant Informational Bulletin" to be instituted to communicate general posting requirements and duration of job processing information
- Initiated access to employment application processes at HR Satellite location
- Adopted data entry keying of all temporaries for City of Memphis government
- Successfully completed 7 arbitration hearings and settled 2 grievances prior to arbitration
- Investigated and issued position statements for 80 EEO complaints
- Implemented mediation option for internal EEO complaints
- Planned and conducted test reviews for the 2005 Fire Prevention/Communications Promotional Exams in July 2005

- Planned and coordinated Truck Driver Tests in September 2005 for 41 candidates
- Planned and administered the City Map Test in October 2005 for 28 candidates (14 for Sweeper Operator and 14 for Grounds Maintenance Foreman)
- Planned and coordinated Heavy Equipment Operator Testsfor42 candidates in October 2005 and 7 candidates in February 2006
- Planned and coordinated the Maintenance Proficiency test and the Sewer Stoppage Operator Test, December 2005/January 2006
- Planned and administered the 2006 Firefighter/ Paramedics-Probationary Entry Testing in February 2006: administered 261 tests and tested 87 candidates
- Contributed extensively to Oracle HR/Payroll transition including revising policies/procedures, testing/reviewing paid leave calculations, creating Citywide personnel complement, and designing/creating needed reports
- Facilitated training and provided assistance to management/participants to maintain the Employee Performance Review Program during reorganization and reduction in staff
- Administered July 1, 2005 across-the-board pay increase by providing the general increase and negotiated rates to eligible employees
- Established new pay plans effective July 1, 2005 based on results of market salary study conducted and the City's financial position
- Established automated employee salary step progression to ensure accuracy and timeliness of negotiated/approved step pay increases

charges for services

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Promotion Test Freedom of Information	(250)	(50)	0	0
Gym Fees	(12,250)	(3,521)	(10,000)	(10,000)
Total Charges for Services	(12,500)	(3,571)	(10,000)	(10,000)

Other services provided by Human Resources can be found under the following tab: Health Insurance - Internal Service Funds

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	558,252	558,535	660,159	1,982,301
Materials & supplies	257,447	316,066	315,626	257,626
Gross Expenditure	815,699	874,601	975,785	2,239,927
Expense Recoveries	(78,079)	(140,739)	(138,815)	(231,980)
Net Expenditures	737,620	733,862	836,970	2,007,947
Funded Staffing Level	7.70	7.25	9.00	8.00

Legal level consolidation of Administration and Employee Special Services.

To provide the City of Memphis government with effective and efficient human resource services which focus on customers' needs and support achievement of the City's strategic goals.

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	399,480	421,426	462,613	381,256
Materials & supplies	68,261	64,962	61,582	61,582
Gross Expenditure	467,741	486,388	524,195	442,838
Expense Recoveries	(78,079)	(78,079)	(77,377)	(78,079)
Net Expenditures	389,662	408,309	446,818	364,759
Funded Staffing Level	5.37	5.33	6.00	5.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Ensure HR policies and practices that effectively achieve strategic goals	To review and update HR policies and practices on an ongoing basis	Percent of policies reviewed	25%	25%	25%
Administer the civil service process as stipulated in the City of Memphis Code and Charter	To schedule and conduct civil service hearings on a regular basis	Number of hearings conducted	Benchmark	24	24
	To release rulings of the Commission in a timely manner	Number of days from hearing to release rulings	Not measured	30 days	30 days
Develop and monitor the annual budget for Human Resources Division	To ensure the division stays within its budget by monitoring appropriation statements and expenditures monthly	Percent of appropriation statements and expenditures monitored monthly	100%	100%	100%
Ensure staff professional development opportunities	To provide training classes for Administration staff	Number of training classes provided	Not measured	2	2

To develop and administer programs that promote employee mental and physical health, encourage education and professional development and provide individual recognition.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	158,772	137,109	197,547	1,601,045
Materials & supplies	189,186	251,104	254,044	196,044
Gross Expenditure	347,958	388,213	451,591	1,797,089
Expense Recoveries	0	(62,660)	(61,438)	(153,901)
Net Expenditures	347,958	325,553	390,153	1,643,188
Funded Staffing Level	2.33	1.92	3.00	3.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Evaluate quality and cost-effectiveness of the tuition reimbursement program	To implement approved modifications and changes to tuition reimbursement program by June 2007	Date Completed	Not Measured	Not Measured	June 2007
Maintain and improve the City's recognition programs	To plan and coordinate Years of Service Ceremony	Number of ceremonies held	2	3	4
	To recognize City employees for perfect attendance by March 2007	Number of employees recognized	Not Measured	1,500	1,500
Promote a Wellness environment for City employees	To provide 2 Wellness workshops for employees by June 2007	Number of workshops provided	Not Measured	Not Measured	2
	To host the City of Memphis Health Awareness Fair	Date completed	Not Measured	October 2005	October 2006
	To publish Wellness articles	Number of articles published	Not Measured	5	5
Maintain and implement City's Residency Audit	To implement Residency Audit	Date completed	Not Measured	April 2006	April 2007

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Ensure staff professional development opportunities	To have every staff member attend a minimum of 15 hours of continuing education or staff development training by June 2007	Percent of staff completing 15 hours of education	100%	100%	100%

To provide and administer responsive and cost-effective benefit programs that meet the needs of the employees, retirees and their dependents within City government.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	147,403	167,735	152,673	165,720
Materials & supplies	81,189	71,458	74,248	49,248
Gross Expenditure	228,592	239,193	226,921	214,968
Expense Recoveries	(149,879)	(150,711)	(146,289)	(150,711)
Total Expenditures	78,713	88,482	80,632	64,257
Charges for Services	(12,250)	(3,521)	(10,000)	(10,000)
Net Expenditures	66,463	84,961	70,632	54,257
Funded Staffing Level	2.00	2.00	2.00	2.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Improve healthcare communication	To provide healthcare financial report/ information based on resolution 4 times a year to Healthcare Committee and City Council	Number of financial reports provided	4	4	4
Provide more cost- effective and efficient benefits for employees	To place dental, vision, and life insurance out for bid by July 2006	Date completed	Not Measured	Not Measured	July 2006
	To evaluate Deferred Compensation Plan by November	Date completed	Not Measured	Not measured	November 2006
	To develop phase I for GASB implementation by April 2006 and phase II by January 2007	Date completed	Not Measured	April 2006	January 2007

To post/advertise and certify qualified applicants for vacancies, while providing an appropriate level of consistency throughout City government in compliance with all federal and state requirements.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	411,636	432,353	435,475	444,396
Materials & supplies	84,100	375,986	270,788	230,788
Net Expenditures	495,736	808,339	706,263	675,184
Funded Staffing Level	7.75	8.75	9.00	9.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Provide consistent employment guidelines and procedures	To review and update HR employment guidelines and procedures on and ongoing basis	Percent of guidelines and procedures written, reviewed and implemented	Not Applicable	50%	50%
Recruit and hire qualified applicants	To place all job postings on the Internet linked to the City's home page by the job posting date	Percent of job postings placed on the Internet by the job posting date	100%	100%	100%
	To distribute the job postings, both internally and externally, by the job posting date	Percent of job postings distributed by the job posting date	100%	100%	100%
	To benchmark with three cities to determine best practices in the area of posting, certifying, and hiring	Number of cities used to benchmark best practices in the areas of posting, certifying, and hiring	3	3	3
Provide professional staff development opportunities	To provide 2 training classes for staff and manager to attend to enhance professional development	Number of training classes provided for staff/manager	2	2	2

To develop and administer effective salary/compensation and human resource data and records management programs that support the City's recruiting, retention, and quality efforts.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	539,397	590,164	547,446	565,983
Materials & supplies	33,408	45,841	66,728	46,728
Gross Expenditure	572,805	636,005	614,174	612,711
Expense Recoveries	(1,548)	(1,400)	0	(1,400)
Net Expenditures	571,257	634,605	614,174	611,311
Funded Staffing Level	11.57	11.75	12.00	12.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To train on and utilize new HR/PY system to improve efficiency and effectiveness of administering pay programs	Percent of staff trained to use new system	Not Measured	85%	100%
	To respond to entry salary requests received in Compensation by forwarding recommendation to HR Administration in 10 to 12 days	Percent responded to in timeframe	Not Measured	80%	70%
	To respond to job evaluation requests within 30 days per each Division's priority	Percent responded to in timeframe	Not Measured	60%	70%
	To revise and submit recommended Compensation policies to HR Administration by June 2007	Date achieved	Not Measured	Not Measured	June 2007

HUMAN RESOURCES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Maintain and provide access to and effective reporting from accurate human resources data utilizing current technological tools	To minimize keying errors and audit HR data for accuracy/ consistency within 60 days of the end of each pay period	5% errors in data audited	Not Measured	4%	4%
	To resolve employee leave accrual discrepancies within 30 days after discrepancies are identified	Percent resolved in timeframe	100%	100%	100%
Maintain and provide customers with appropriate access to employee personnel records utilizing current technological tools	To respond to proper requests for employment verifications within 24 hours of receipt	Percent of employment verifications responded to in timeframe	100%	100%	100%
	To respond to recognized subpoenas requesting employee personnel information within specified timeframe and appropriate media requests in a timely manner	Percent of subpoenas responded to in timeframe	100%	100%	100%
Administer the Performance Review Program in a fair manner for all eligible employees utilizing current technological tools	To provide training classes on Performance Review Software on a monthly or as needed basis and assist QPD in providing classes on effective performance reviews per QPD schedule	Percent of training provided as scheduled	100%	Not measured	100%
	To review 10% sample of completed performance reviews for completeness, timeliness, and proper performance review methods	Sample percentage reviewed	10%	10%	10%

To provide consultation, advice and administrative services that support and promote the City's labor relations and EEO philosophy and policies.

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	194,630	168,084	203,808	286,454
Materials & supplies	29,882	110,325	50,002	40,002
Net Expenditures	224,512	278,409	253,810	326,456
Funded Staffing Level	3.00	2.33	3.00	4.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Coordinate/manage bargaining process for any new or expiring Memoranda of Understanding (MOU)	To obtain input from operating officials and establish management-approved bargaining strategy by 120 days prior to expiration of MOU's	Percent of input obtained 120 days prior to expiration of MOUs	100%	100%	100%
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding appropriate disciplinary actions and procedures regarding unionized employees within five working days	Percent of disciplinary recommendatio ns completed within five working days	100%	100%	100%
	To advise division officials regarding interpretations of Memoranda of Understanding and regarding grievance responses within five working days	Percent of MOU interpretations completed within five working days	100%	100%	100%
		Percent of grievance responses completed within five working days	100%	100%	100%

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
	To train 25% of division officials and employees regarding labor and equal employment opportunity matters	Percent of managers/ supervisors trained	25%	25%	25%
Investigate and respond to EEOC and in-house charges of discrimination and to proactively partner with divisions to minimize the number of such charges	To target all charges as they occur and as existing charges require attention or further investigation within specified time frame	Percent of charges responded to within allowed time frame	100%	100%	100%
	To respond to in-house equal employment opportunity charges within 20 working days	Percent of responses to in- house charges within 20 days	100%	100%	100%
Ensure Title I and II American Disabilities Act (ADA) in compliance	To investigate complaints within 90 days	Percent of complaints investigated within 90 days	100%	100%	100%
Provide technical assistance on Family and Medical Leave Act (FMLA)	To make recommendations on 100% of FMLA medical certification forms within 2 days of receipt	Percent of forms with recommendations made within 2 days	100%	100%	100%
Ensure staff professional development opportunities	To continue development of Labor Relations Service Center staff on an ongoing basis	Number of training sessions per employee	2	2	2

To create an organizational culture which demonstrates an ongoing practice of total quality and professional development that consistently meets or exceeds customer expectations by being focused, efficient and responsive.

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	217,638	180,563	243,952	224,619
Materials & supplies	121,391	169,946	204,650	159,650
Net Expenditures	339,029	350,509	448,602	384,269
Funded Staffing Level	4.71	3.00	5.00	4.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Assist in the training and skill building of City employees by providing a core curriculum and customized training conducive to continuous improvement and professional development	To publish training calendar via intranet and hard copy by July 2006	Date classes published	July 2004	July 2005	July 2006
	To complete a needs assessment to establish actual performance and skills needed per Division by January 2007	Date needs assessment completed	February 2005	January 2006	January 2007
	To provide customized Divisional training classes	Number of customized training classes provided	Benchmark	31	35
	To provide core curriculum training classes for employees	Number of classes provided	89	65	59
	To conduct 4 educational brown bag meetings	Number of meetings conducted	3	6	4
	To maintain an average positive rating of at least 4.2 on each training class/seminar	Average rating	4	4.2	4.5

To develop and administer valid and unbiased testing processes for Fire, Police and other operational Divisions; and to nationally recruit quality candidates for employment with the City of Memphis.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	397,501	299,492	420,545	396,422
Materials & supplies	47,874	120,063	170,000	120,000
Total Expenditures	445,375	419,555	590,545	516,422
Charges for Services	(250)	(50)	0	0
Net Expenditures	445,125	419,505	590,545	516,422
Funded Staffing Level	4.64	3.67	5.00	5.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Develop and administer entry and promotional testing	To administer and coordinate Fire entry/ promotional testing processes	Number of active Fire entry/ promotional processes	1	3	5
	To administer and coordinate Police promotional testing processes	Number of active Police promotional processes	2	1	1
	To administer and coordinate Clerical testing processes as needed	Number of Clerical processes administered	1	1	1
	To administer and coordinate Map testing and Maintenance Proficiency testing processes as needed	Number of Map/ Maintenance Proficiency testing processes administered	0	3	2
	To administer and coordinate Heavy Equipment testing processes as needed	Number of Heavy Equipment testing processes administered	1	3	2

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
	To administer and coordinate Truck Driver testing processes as needed	Number of Truck Driver testing processes administered	0	2	2
Enhance existing testing procedures	To review and modify existing procedures to enhance testing processes	Percent of testing procedures reviewed	100%	100%	100%
Develop facilitator manuals for testing process	To create procedural manuals to assist in administering uniform testing	Percent of manuals created	50%	50%	50%
Develop recruitment strategies	To create a recruitment program/plan to recruit quality candidates for employment	Percent of program/plan developed	0%	25%	25%
	To coordinate and attend recruitment activities	Number of recruitment activities attended	3	2	4
Maintain marketing materials/tools for recruiting	To update and maintain marketing materials/ tools	Percent of marketing materials maintained	100%	100%	100%
Ensure confidentiality of testing processes	To achieve 100% compliance in the administration of testing	Percent of compliance achieved	100%	100%	100%
	To produce valid and unbiased entry and promotional exams	Number of exams compromised	0	0	0
	To maintain in a secure environment all testing materials, including scoring keys, test booklets and other confidential test related materials	Percent of maintenance and accountability for all test related materials in a secure environment	100%	100%	100%

HUMAN RESOURCES

Service Center/Position Title	Authorized Positions	Service Center/Position Title Positions	
Administration		Labor Relations	
ASST ADMINISTRATIVE	1	COORD ADA FMLA	1
DIRECTOR HUMAN RESOURCES	1	MGR LABOR REL EEO OFFICER	1
DIRECTOR HUMAN RESOURCES DEF	•	SPEC EEO LABOR RELATIONS	•
UTY	1	SPEC EEO LABOR RELATIONS SR	1
SECRETARY APP B	1		1
SPEC HR ADMIN	1	Total Labor Relations	4
Total Administratio	n <u>-</u>	Quality & Professional Development	
Tom. Administration		ANALYST QUALITY SENIOR	1
Employee Special Services		ANALYST QUALITY TRAINING SENIOR	2
COORD EMPLOYEE SPEC SVCS	1	MGR QUALITY TRAINING	1
COORD HR PROJECT	1	SECRETARY HR B	1
COORD WELLNESS EDUCATION	1	Total Quality & Professional	<u>'</u> 5
Total Employee Special Service	s <u>3</u>	Development	3
Benefits Administration		Testing & Recruitment	
OFFICER BENEFITS	1	COORD TESTING RECRUIT	4
PENSION COORD	1	MGR TESTING RECRUIT	1
Total Benefits Administratio	n 2	Total Testing & Recruitment	<u>-</u> 5
<u>Employment</u>			
ANALYST EMPLOYMENT SENIOR	4	TOTAL HUMAN RESOURCES	<u>45</u>
CLERK GENERAL A	1		
CLERK GENERAL B	1		
MGR EMPLOYMENT RECORDS	1		
SECRETARY HR B	1		
SUPER CLERICAL OPER	1		
Total Employmen			
Compensation/Records Administration			
ANALYST COMPENSATION A	2		
ANALYST COMPENSATION SENIOR	1		
CLERK FILE C	1		
CLERK GENERAL A	·		
COORD PERFORMANCE REVIEW	2		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
	1		
SPEC DATA MGMT/DECORDS	. 1		
SUPERVISOR DATA MGMT/RECORDS	5 1		
TECH DATA MGMT	<u>1</u>		
Total Compensation/Record Administratio			

